

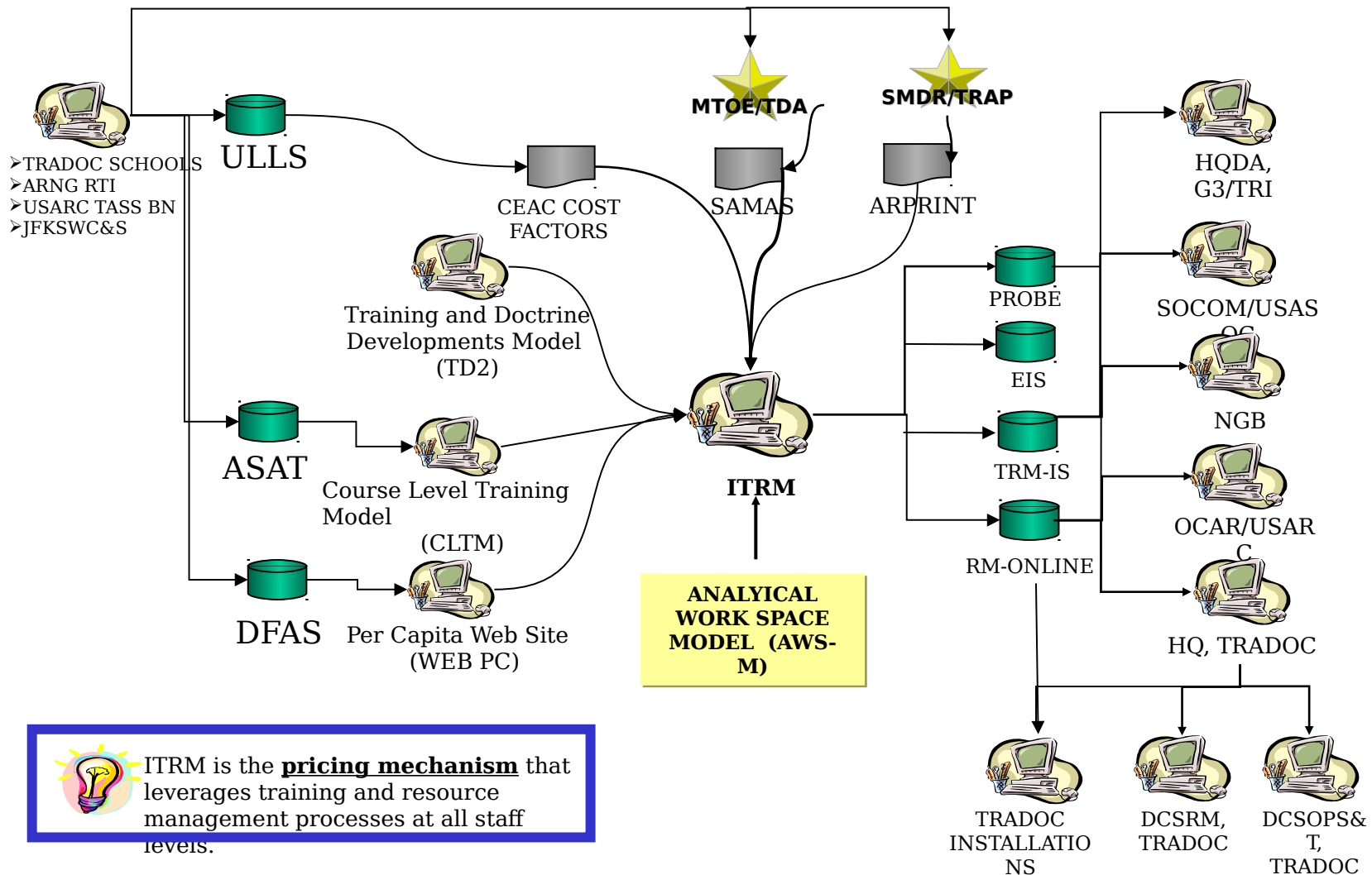
**INFORMATION BRIEFING**  
**on The POI input into**  
**THE INSTITUTIONAL TRAINING RESOURCE**  
**MODEL (ITRM)**

**Presented by**  
**David R. Doctor**  
**16 November 2006**

# **PURPOSE**

**To provide information on the importance of the  
POI in the costing of training**

# ITRM IS A NETWORK OF MODELS



**Trainers make the plans; RMs translate the plans to cost requirements**

# WHAT IS ITRM?

- **Things-based approach to costing; linked to standards**

Identifies what must be trained, standards of training, and resources required to meet training standards.

Prices relevant, credible, and mission related costs.

- **Comprehensive and integrated system of systems**

Combines training and resource management into one model.

Links funding to training readiness.

Spans the PPBES timeline.

- **Hybrid of bottoms-up reporting and macro planning**

Allows schools to continually update standards, resources, and cost factors.

Allows error corrections and avoids programming error into the future.

HQDA, G3  
Sponsored  
Model

ITRM is the  
companion  
model to

TRM

CES  
Supported

Used for POM requirements since FY 00.  
Used for TRADOC Budget Guidance beginning FY04.

# WHY ITRM?

## Past Requirements Determination

Ineffectiveness of  
Requirements  
Process Identified  
by HQDA &  
MACOM

- TOO MACRO - LACK FIDELITY FOR DECISION MAKING & ANALYSIS.
- BASED ON DOLLARS SPENT - ASSUMES FUNDING SPTS READINESS.
- LACK OF CREDIBILITY OF TRAINING REQUIREMENTS AND FUNDING.

## New Way of Doing Business

- REQUIREMENTS DRIVEN, ZERO-BASED METHODOLOGY
- BASED ON POI & OTHER MGMT INFO - NOT DOLLARS SPENT
- BASED ON READINESS STANDARDS - CREDIBLE JUSTIFICATION.
- ALLOWS COMPARISON ANALYSIS OF REQUIREMENTS & FUNDING.

DCSOPS&T-Led  
Effort

TRADOC Schools  
Involvement

★ 80% TBG FY04 FUNDING BY ITRM IS ZERO-BASED REQUIREMENTS.

# Foundation of ITRM is Army Readiness

**Army Readiness**

**Unit Readiness**

**Unit Training**

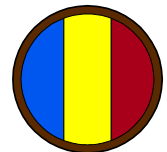
**EXCELLENCE OR  
SHORTFALLS  
DIRECTLY AFFECT  
UNIT TRAINING  
REQUIREMENTS  
AND READINESS.**

**Develop Training   Conduct Training   Support Training   Evaluate Training**

**Requirements**

**Institutional  
Training**

**Individual  
Readiness**



# MYTHS ABOUT ITRM

 ~~ITRM'S PRIMARY DRIVER IS VEHICLE USAGE/OPTEMPO.~~

 ~~ITRM IS BASED ON WHAT YOU SPENT LAST YEAR.~~

 ~~ITRM GENERATES INSTALLATION FUNDING.~~

 ~~ITRM IS A TRADOC MODEL WITH NO INSTALLATION PARTICIPATION.~~

 ~~ALL ITRM COSTS COMES FROM THE POI~~

# ITRM ENABLES THE PPBES

## PROCESS

### PRESIDENT'S BUDGET SUBMISSION & APPROVAL

APPROVE MDEP REQUIREMENTS.

ALLOCATE FUNDING LEVELS BY MDEP.

**POM**

**BUDGET**

VALIDATE & VERIFY MDEP REQUIREMENTS.

REALIGN FUNDING LEVELS BY MACOM, MDEP.

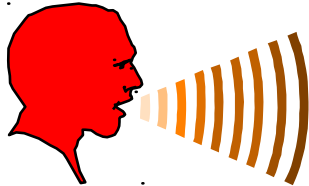
### ITRM PROVIDES READINESS JUSTIFICATION FOR FUNDING REQUIREMENTS.

REVIEW & SUBMIT REQUIREMENTS.

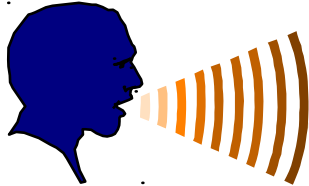
DISTRIBUTE FUNDING BY INSLTN, MDEP, AMS.

DETERMINE & SUBMIT REQUIREMENTS.

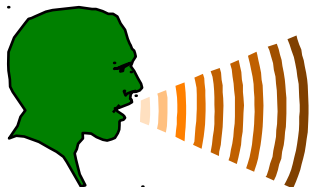
RECEIVE/DISBURSE FUNDING TO MEET MISSION REQUIREMENTS.



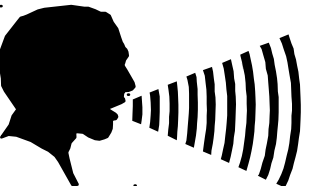
HQDA, PPBC



HQDA, G3



MACOM HQ

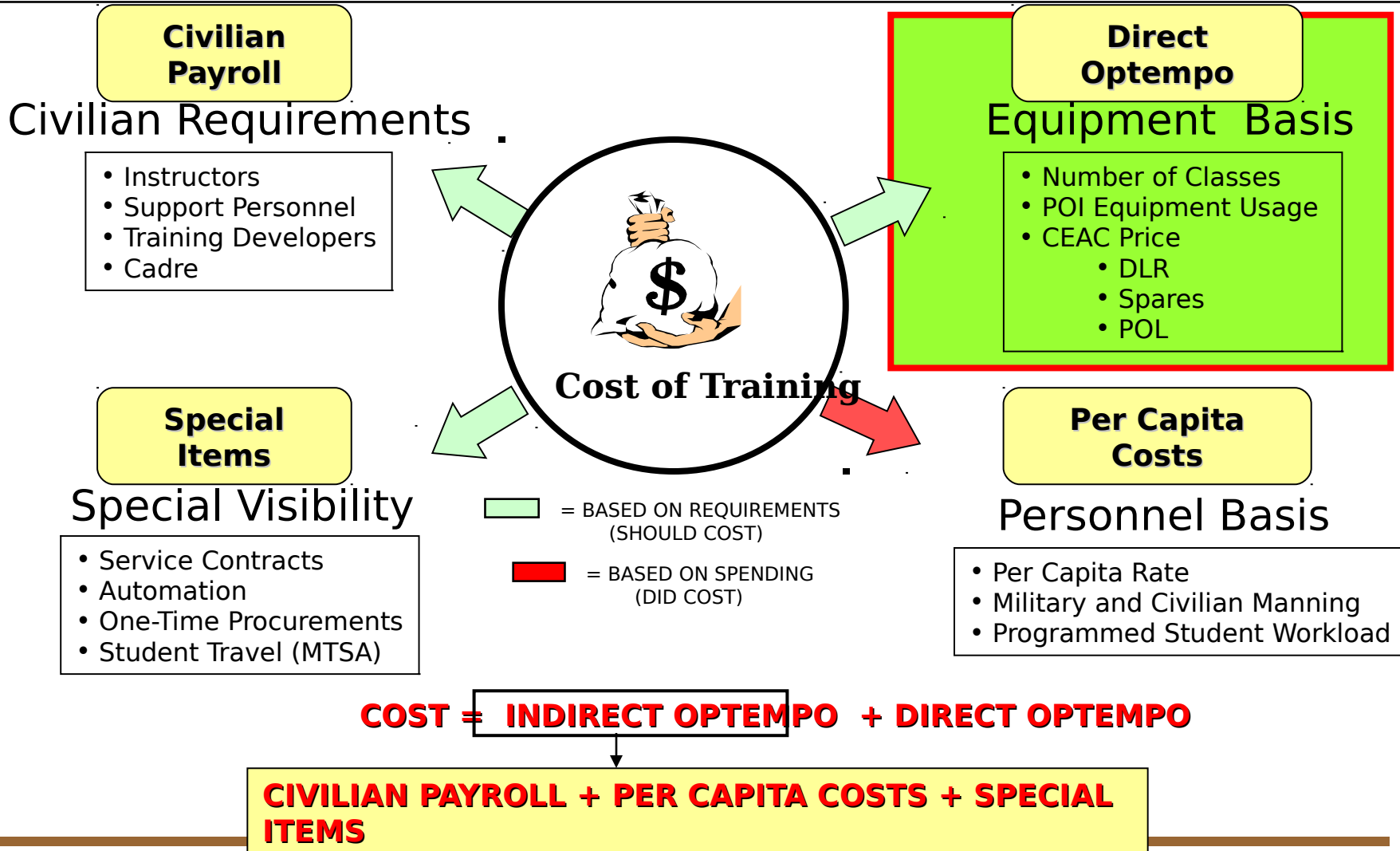


ARMY SCHOOLS

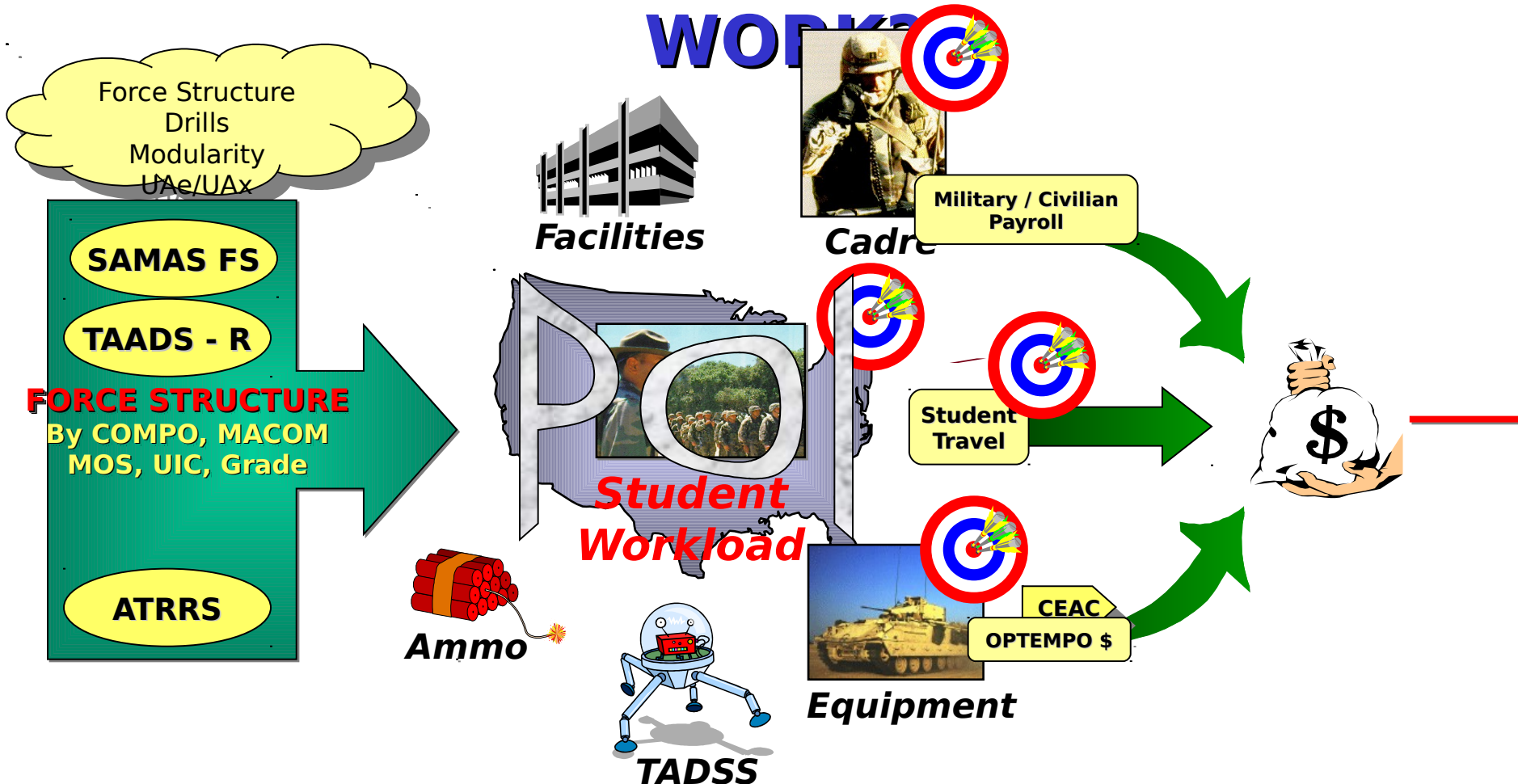


# COMPONENT COSTS OF ITRM

**ITRM IS ZERO-BASED REQUIREMENTS, TEMPERED BY HISTORICAL SPENDING.**



# HOW DOES THE MODEL WORK?



# ITRM INCLUDES THE MACOMS

Schools provide requirements data through ITRM interface models.

## ➤ Course Level Training Model (CLTM)

- Identify resources to meet training standard.
- Rate lessons by readiness category.
- Add Special Clothing and non-moving equipment.
- CLTM pulls all Standard Equipment LINS
- Structure and Manning Allocation System (SAMAS)

Interface models capture the uniqueness of ARMY Schools.

- Force management System Web Site (Old WebTAADS)

## ➤ Schoolhouse indirect costs (WEB PC)

- Correct financial accounting errors.
- Exclude costs to avoid double counting.
- Review the calculation of installation cost factors.

These tools assist schools in doing their business - avoids the data call

## ➤ Special Items Of Interest

- Identify 'known' fixed commodities.
- Provide emerging training requirements.

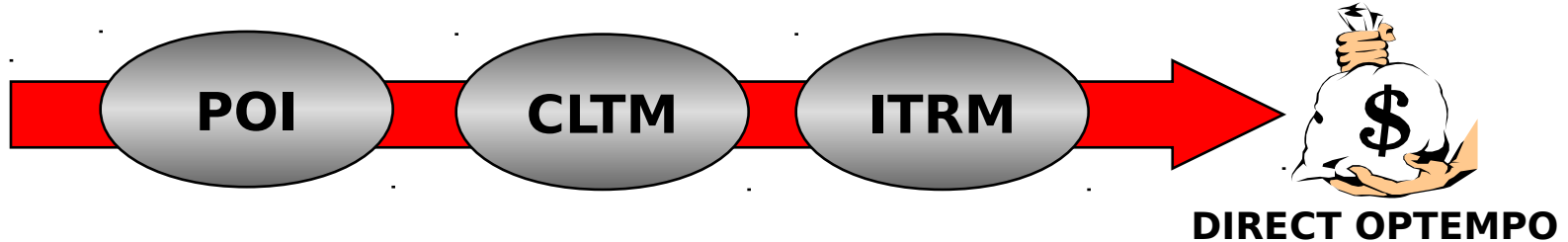
## ➤ Training and Doctrine Development Management Model(TD2)

**MAKES THE PPBES PROCESS A COMPREHENSIVE, SYNCHRONIZED PARTNERSHIP AMONG HQDA, MACOM HQ & SCHOOLHOUSES**

- Schedule work on TDD products
- Assign personnel to TDD work plan

# **CLTM -- CALCULATING** **DIRECT OPTEMPO**

# WHAT IS CLTM?



- **CLTM IS THE ITRM INTERFACE MODEL THAT:**

- GENERATES THE EQUIPMENT OPTEMPO LISTING THAT IS USED TO DETERMINE THE OPTEMPO FUNDING REQUIREMENT FOR INSTITUTIONAL TRAINING.
- ASSISTS SCHOOLHOUSES TO IDENTIFY EQUIPMENT TO BE LINKED TO A SPECIFIED TRAINING STANDARD
- PROVIDES INFORMATION FOR DECISION MAKING AT ALL LEVELS FROM HQDA TO MACOM TO SCHOOLHOUSE.

**P (Programmed):** Lesson is hands on/performance oriented w/ formal test (Go/No Go)

**M (Mandatory):** Training lesson that is mandated by higher authority (i.e. DOD)

**J (Job Related):** Subject matter is needed at current skill level/rank to perform job

**R (Refresher):** Refresher training that enables future training

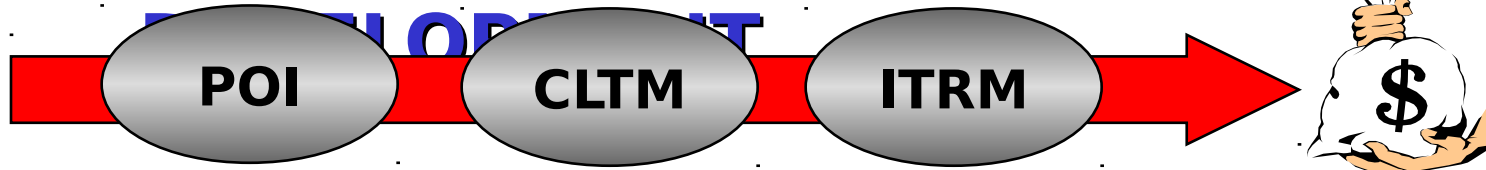
**A (Awareness):** A lesson of familiarization

**Readiness Levels (C1-C4) linked to the POI training standard.**

**THE ARMY HAS  
ONE  
DEFINITION  
FOR OPTEMPO.**

**Provides basis  
for DIRECT  
OPTEMPO**

# DIRECT OPTEMPO



**DIRECT OPTEMPO**

ASAT - EN AsatDatabase - [POI Reports]

File View Select Window Help

	Course Id	Version	Group	Phase	CAD/POI	Status	Mgt Category	Status Date	Course Name
38	052-21R10	DL	B	2	POI	Commandant Appro	ADT	2005-May-03	Interior Electrician Course
39	052-21T10	DL	A	1	POI	Draft	Distance Learning	2002-Nov-19	Technical Engineer, Phase 1
40	052-21T10	MOSQ	A	1	POI	Draft	IDT	2002-Nov-19	Technical Engineer, Phase 2
41	052-21T10	MOSQ	B	2	POI	Draft	ADT	2002-Nov-19	Technical Engineer, Phase 2
42	052-21V	ADT	A	2	POI	Draft	ADT	2004-Oct-25	Asphalt and Concrete Equipment Operator Course (ADT)
43	052-21VV10	DL	A	1	POI	Draft	Distance Learning	2005-Jun-09	Carpentry and Masonry
44	052-62B10	DL	A	1	POI	Draft	Distance Learning	2005-Mar-04	Construction Equipment Repairer
45	052-62B10	RCLS	A	2	POI	Draft	ADT	2005-Feb-15	Construction Equipment Repairer
46	052-62B30	DL	A	1	POI	Draft	Distance Learning	2005-Mar-08	Construction Equipment Repairer Supervisor BNCOC
47	052-62B30, II	RCLS	A	2	POI	Draft	ADT	2005-Feb-17	Construction Equipment Repairer Supervisor BNCOC
48	052-62B30, III	RCLS	A	3	POI	Draft	ADT	2005-Feb-25	Construction Equipment Repairer Supervisor BNCOC
49	12CMJ	1	A	0	POI	Draft	Distance Learning	2002-Sep-12	Mabey Johnson COMPACT 200
50	21B10 OSUT	01	A	1	POI	Commandant Appro	Resident	2001-Aug-15	21B10 Combat Engineer
51	21B10 OSUT	02	A	1	POI	Commandant Appro	Resident	2005-May-06	21B10 Combat Engineer
52	21B10 OSUT	03	A	1	POI	Draft	Resident	2005-Feb-25	21B10 Combat Engineer
53	21B10 ST	02	A	1	POI	Draft	Resident	2001-Aug-14	21B10 Combat Engineer
54	21B10 ST	1AIT	A	2	POI	Commandant Appro	Resident	2005-May-06	21B10 Combat Engineer
55	21B10 ST	1BCT	A	1	POI	Commandant Appro	Resident	2005-May-06	21B10 Combat Engineer
56	21B10-TEST	01	A	1	CAD	Draft	Resident	2001-Aug-14	21B10 Combat Engineer
57	21C10 AIT	01	A	0	POI	Draft	Resident	2002-Dec-05	21C10 Bridge
58	21C10-OSUT	01	A	1	POI	Commandant Appro	Resident	2001-Aug-14	21C10 Bridge
59	21C10-OSUT	02	A	1	POI	Commandant Appro	Resident	2005-May-06	21C10 Bridge
60	21C10-ST	1AIT	A	2	POI	Commandant Appro	Resident	2005-May-06	21C10 Bridge
61	21C10-ST	1BCT	A	1	POI	Commandant Appro	Resident	2005-May-06	21C10 Bridge
62	21TCONS	PROP	A	1	POI	Commandant Appro	Resident	2004-Aug-06	Technical Engineer
63	2E-F73A030-F3	1	A	1	POI	Commandant Appro	Resident	2004-Aug-27	Sapper Leader Course
64	2G-F27	1	A	1	POI	Commandant Appro	Resident	2002-Aug-20	Engineer Pre-Command Course
65	2G-F27	2005	A	0	POI	Draft	Resident	2004-Oct-12	Engineer Pre-Command Course
66	412-1361 (OS)	USMC	A	1	POI	Commandant Appro	Resident	2004-Aug-06	Technical Engineer
67	412-3E531 (OS)	USAF	A	1	POI	Commandant Appro	Resident	2004-Aug-06	Technical Engineer
68	413-21T10	CORR	A	0	POI	Draft	Resident	2005-Apr-05	Corrected Tech Eng
69	413-21T10	ITRO	A	1	POI	Commandant Appro	Resident	2004-Aug-06	Technical Engineer
70	413-21T10	TATS	A	1	POI	Commandant Appro	Resident	2002-Nov-19	Technical Engineer Course
71	413-21T10	VER2	A	0	POI	Draft	Resident	2005-Apr-01	Technical Engineer
72	413-21T30	PROP	A	0	CAD	Draft	Resident	2004-Dec-16	Technical Engineer Supervisor

Count: 152

Ready

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**POI INFORMATION IS  
AUTOMATED IN ASAT**

# APPLYING THE READINESS

Course Level Training Module - Ver 6.4.0

File Reference Reports Utilities Help

**Lesson Requirements**

Course: 030-21B10 OSUT Phase: 1

PFN	ANNEX	PFN TITLE	STATUS	ACAD HRS
21B10F04	F	CONSTRUCT A ROPE BRIDGE	P	3.00
21B10F05	F	THE M113 ARMORED	P	8.00
21B10G01	G	M93 HORNET	P	2.00
21B10G02	G	PREPARE MODULAR PACK MINE	P	2.00
21B10G03	G	EMPLOY A VOLCANO	P	4.00
21B10G04	G	EMPLACE WIRE OBSTACLES	P	4.00
21B10G05	G	PERFORM DEMOLITION	J	4.00
21B10G06	G	EMPLACE TACTICAL OBSTACLES	P	4.00
21B10G07	G	BREACH COMPLEX OBSTACLES	P	4.00
21B10H01	H	MOVE AS A MEMBER OF A FIRE	P	8.00
21B10H02	H	MILITARY OPERATIONS ON	J	8.00
21B10I01	I	COMBAT ENGINEER FIELD	P	72.00
21B10J01	J	END-OF-COURSE		

\* STATUS DESCRIPTN RTORDER

P	PROGRAMMED	1
M	MANDATORY	2
J	JOB RELATED	3
R	REFRESHER	4
A	AWARENESS	5

Sort Filter Refresh

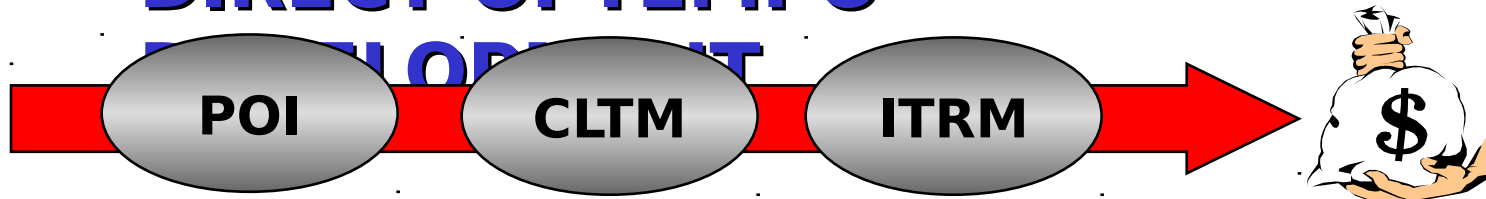
Ammo Equipment Facilities Ing Devices Type of

start ITRM TBG06 (050412... Course Level Training... Document1 - Microsof... 12:18 PM

**READINESS METRIC  
SCHOOLS DETERMINE THE  
LESSON CATEGORY**

**CLTM GENERATES THE  
READINESS RESULTS**

# DIRECT OPTEMPO



**DIRECT OPTEMPO**

1 of 1 100% Total:1 100% 1 of 1

Course Level Training Model (CLTM)  
Equipment Detail Report

INSTLN: FT L WOOD - FORT LEONARD WOOD, MISSOURI  
SCHOOL: 052 - ENGINEER SCH FT L WOOD  
COURSE: 030-21B10 OSUT PHASE: 1 - 21B10 Combat Engineer  
PFN: 21B10I01 - Combat Engineer Field Training Exercise (CEFTX)

<u>LIN:</u>	<u>LIN Description</u>	<u>MAX QTY</u>	<u>USAGE</u>	<u>C1</u>	<u>C2</u>	<u>C3</u>	<u>C4</u>
T61494	*HMMWV	34	2448	72.0	72.0	72.0	71.3

**030-21B10-OSUT COMBAT  
ENG**  
LIN:T61494, HMMWV  
PFN 21B10I01: CEFTX  
MAX QTY: 34 HMMWVS  
OPTEMPO = 72  
USAGE:2,448  
OCS = 150  
**16.3 MILES PER  
STUDENT**

start Course Level Training... 12:03 PM



# APPLYING THE READINESS

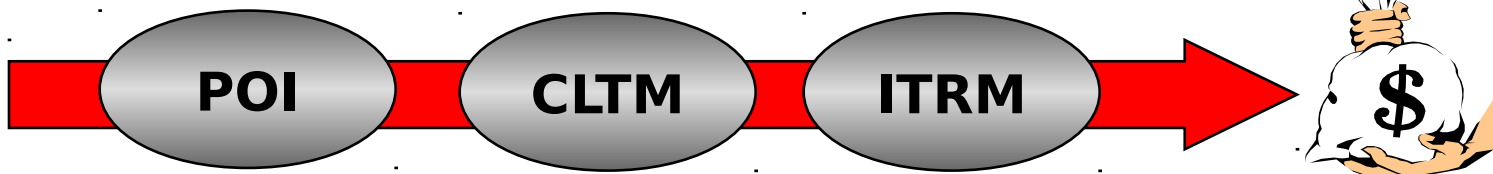
Links readiness (C1-C4) to the POI resource standards  
**CRITERIA**

Course Level Training Model (CLTM)  
Equipment Total Report

INSTLN: FT L WOOD - FORT LEONARD WOOD, MISSOURI  
SCHOOL: 052 - ENGINEER SCH FT L WOOD  
COURSE: 030-21B10 OSUT PHASE: 1 - 21B10 Combat Engineer

LIN:	LIN Description	MAX QTY	USAGE	C1	C2	C3	C4
A13025	ADAPTER PRIMING: PLASTIC	300	0	0.0	0.0	0.0	0.0
B83856	BOAT LANDING INFLA TABLE:	4	0	0.0	0.0	0.0	0.0
C22058	BRIDGE ERECT ST FIX BDGE:	1	0	0.0	0.0	0.0	0.0
C23017	BRIDGE FIXED: HIGHW A Y PON	1	0	0.0	0.0	0.0	0.0
C68719	CABLE TELEPHONE: WD-1/TT	10	0	0.0	0.0	0.0	0.0
C89070	SUPPORT SYSTEM, CAMOUFLAG	29	0	0.0	0.0	0.0	0.0
C89145	CAMOUFLAGE SCREEN SYSTEM:	6	0	0.0	0.0	0.0	0.0
C93020	CANISTER MINE PRACTICE: M	60	0	0.0	0.0	0.0	0.0
D12087	CARRIER: M113	12	114	9.5	9.5		
D18453	DISPENSER & MINE GRD:M136	6	0	0.0			
D30897	MINE: DISP M139 (HLDT)	34	0	0.0			
F91490	DEMOLITION SET EXPLOSIVE:	12	0	0.0			
G02341	DETECTING SET MINE: PTBL	20	40				
G66913	DRIVER TESTING PTBL	8	15.89				
K25342	HEA TER IMMERSION LIQUID F	6	0				
L67342	LA UNCHER: MINE CLEARING	34	18				
L92386	MG 7.62MM M60	6	0				
M17999	MOUNTING KIT MINE DISPENS	34	0	0.0			
R55920	REEL CABLE: DR-8	39	0	0.0			
R59160	REELING MACHINE CABLE HAN	38	0	0.0			
R83005	SINGGARS: (PORT) PRC-119A	10	0	0.0	0.0		
S35741	SA W CHAIN: GAS DRVN BAR F	50	250	5.0	5.0	5.0	5.0
T61494	*HMMWV	34	2448	72.0	72.0	72.0	71.3
V31211	TA-312/PT TELEPHONE	10	0	0.0	0.0	0.0	0.0

**CLTM EQUIPMENT REPORT**  
LIN:T61494, HMMWV  
QUANTITY: 34  
OPTEMPO: 72  
USAGE: 2,448  
for C1 Readiness



# DIRECT OPTEMPO

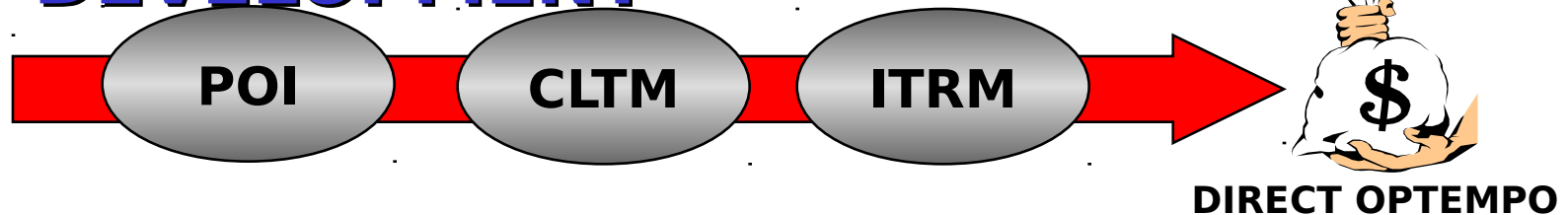
TNG	CRS_TYPE	LIN	UNITS/MAX QTY	OPTEMPO (C0)	OPTEMPO (C1)	OPTEMPO (C2)	OPTEMPO (C3)	OPTEMPO (C4)
EOSUT	21B10-OSUT	D12087	12	10.5	10.5	10.5	10.5	10.4
EOSUT	21B10-OSUT	D18453	6	0.0	0.0	0.0	0.0	0.0
EOSUT	21B10-OSUT	D30897	34	0.2	0.2	0.2	0.2	0.2
EOSUT	21B10-OSUT	J46252	1	50.0	50.0	50.0	50.0	49.2
EOSUT	21B10-OSUT	L67342	34	1.1	1.1	1.1	1.1	1.1
EOSUT	21B10-OSUT	M26413	1	0.0	0.0	0.0	0.0	0.0
EOSUT	21B10-OSUT	N04456	30	0.0	0.0	0.0	0.0	0.0
EOSUT	21B10-OSUT	N04596	30	0.0	0.0	0.0	0.0	0.0
EOSUT	21B10-OSUT	N95862	75	0.0	0.0	0.0	0.0	0.0
EOSUT	21B10-OSUT	R55268	10	0.0	0.0	0.0	0.0	0.0
EOSUT	21B10-OSUT	T60081	6	0.0	0.0	0.0	0.0	0.0
<b>EOSUT</b>	<b>21B10-OSUT</b>	<b>T61494</b>	<b>34</b>	<b>72.9</b>	<b>72.9</b>	<b>72.9</b>	<b>72.9</b>	<b>72.2</b>
EOSUT	21B10-OSUT	T61908	4	22.5	22.5	22.5	22.5	22.3
EOSUT	21B10-OSUT	X40009	8	20.0	20.0	20.0	20.0	19.8
EOSUT	21B10-OSUT	X40794	7	71.7	71.7	71.7	71.7	71.1

## ITRM INPUT DATAFILE

LIN:T61494, HMMWV  
 QUANTITY: 34  
 OPTEMPO: 72.9

CLTM PREPARES THE ITRM INPUT FILE FOR DIRECT OPTEMPO  
 COSTING

# DIRECT OPTEMPO COST DEVELOPMENT



## 21B10-OSUT: COMBAT ENGINEER

### DIRECT OPTEMPO OF HMMWV (Requirement set by POI)

# AND TYPE OF ITEM.....	34 HMMWVS /CLASS
FREQUENCY.....	24.5 CLASSES/YR
USAGE.....	72.9 MILES/HMMWV...5,184 MILES/CLASS.... 127,008 MILES/YR
WHO USES IT.....	150 STUDENTS/CLASS ....3,682 SOLDIERS/YR
COST OF USING THE ITEM (CEAC).....	\$1.21 PER MILE

$$34 \times 72.9 \times 24.5 \times \$1.21 = \$73,478$$

**NOTE: 5 HOURS OF ENGINE IDLE TIME = 1 MILE**

# **OTHER AREAS COVERED BY**

## **ITRM**

- **STANDARD OCIE MENU**
  - 12 % FAIR WEAR AND TEAR
  - 6 % REPORT OF SURVEY
  - \$260 PER STUDENT; \$149 PER CADRE
- **SPECIAL CLOTHING**
  - SAFETY SHOES (3 Schools)
  - COVERALLS (5 Schools)
- **NBC REPAIR PARTS**
  - INLET VALVE, DRINKING TUBE, HEAD HARNESS
  - \$5.50 PER STUDENT
- **NON-MOVING EQUIPMENT**
  - 6 Schools

# **INDIRECT OPTEMPO CATEGORIES**

## **“Training Developers Are Not Responsible For All ITRM Inputs”**

- CIVILIAN PAY
- EQUIPMENT PURCHASES
  - Computers, Compass, Tents, COTS
- NBC SUPPLIES AND EQUIPMENT
  - NBC Repair Parts on previous slide
- ORGANIZATIONAL CLOTHING AND EQUIPMENT
  - Standard OCIE Menu on Previous Slide
- CONTRACTURAL SERVICES
  - All contracts unless Identified as SII (i.e.. ADP Support)
- PRINTING AND REPRODUCTION
  - Training Handouts, DOD Printing Services
- RENTS, COMMO, UTILITIES
  - Microsoft License
- SUPPLIES AND MATERIALS
  - M16 Parts, Class IX Parts, Credit Card Purchases
- TRANSPORTATION OF THINGS
  - Cost to send things by Air or Ground
- TRAVEL
  - TDY Cost

**Provides  
basis for  
INDIRECT  
OPTEMPO**

# ITRM RESULTS ARE FOR ALL LEVELS

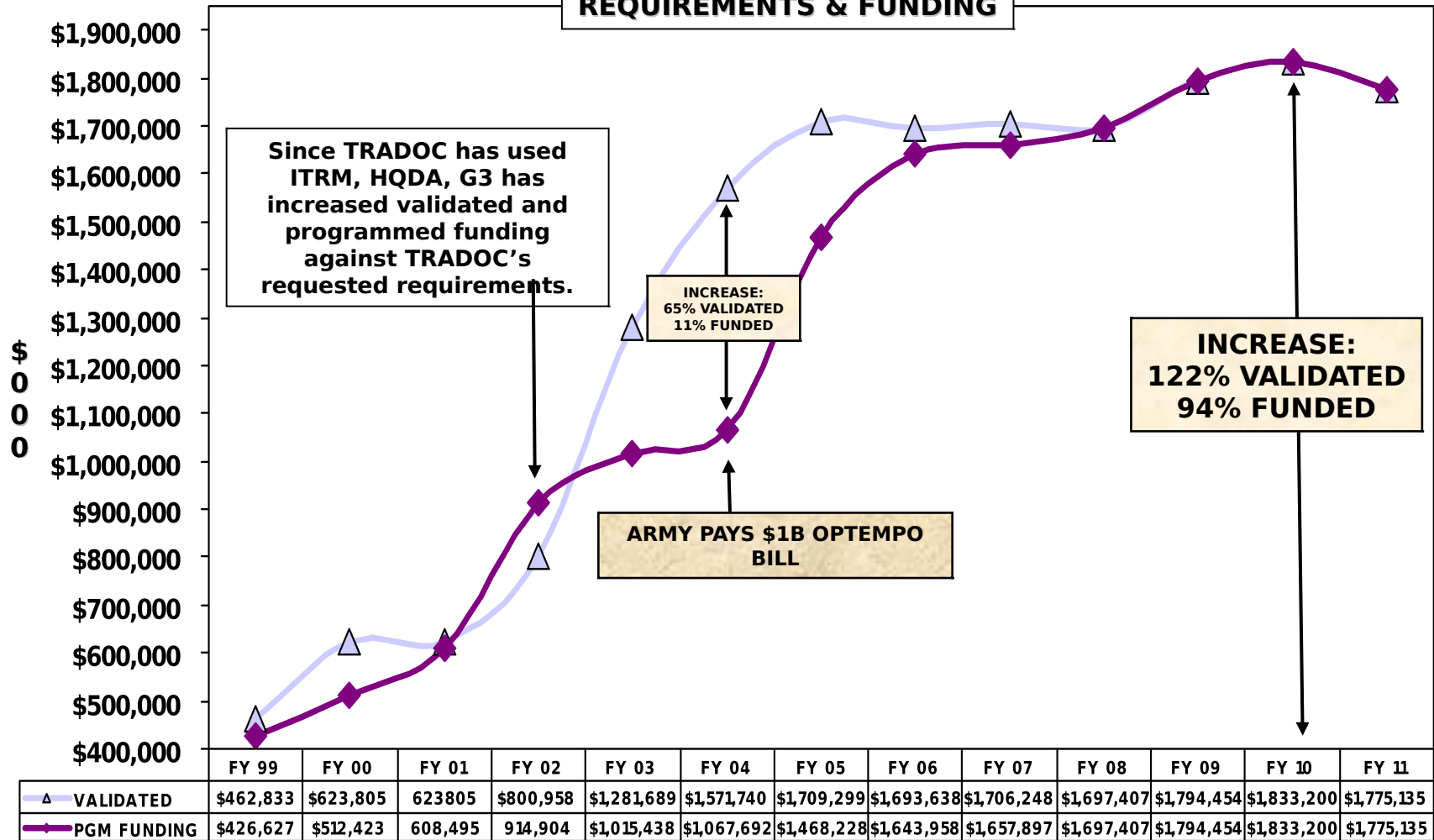
Modeled Organization		FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
<b>MACOM: TRADOC - US ARMY TRAINING AND DOCTRINE COMMAND / CMD -</b>								
<b>MDEP: TATC</b>								
<b>AMS 312711000000 -BASIC COMBAT TRAINING (BCD)</b>								
Workload	<b>WORKLOAD:</b>							
	INPUTS	78,516	77,014	80,149	80,149	80,149	80,149	80,149
	GRADUATES	72,784	71,377	74,304	74,304	74,304	74,304	74,304
	LOADS	13,500.360	13,238.550	13,784.130	13,784.130	13,784.130	13,784.130	13,784.130
Structure								
	MILITARY MANPOWER	2,634	2,634	2,634	2,634	2,634	2,634	2,634
	CIVILIAN MPR - CMORE	59	58	58	58	58	58	58
	UNIT MT MIL CIV CONV	31	31	31	31	31	31	31
Direct OPTEMPO	<u>GROUND OPTEMPO Costs (\$000):</u>							
	Consumables	425	421	447	455	466	480	494
	POL	43	43	45	45	46	47	49
	T CL III & IX OPT ADJ	391	399	407	415	423	436	449
Indirect OPTEMPO	GROUND OPTEMPO Total (\$000)	859	863					992
	<u>INDIRECT OPTEMPO Costs (\$000):</u>							
	M CIVILIAN PAY	4,332	4,380					158
	M UNIT MAINT MIL TO CIV CONV	2,408	2,480					921
	M EQUIPMENT PURCHASES	475	480	498	510	517	533	548
	M ORG CLOTHING & EQUIPMENT	2,964	2,982	3,034	3,052	3,070	3,162	3,257
	M OTHER CONTRACTUAL SERVICES	461	461	482	491	500	515	530
	M PRINTING & REPRODUCTION	64	64	70	70	73	75	77
	M RENT'S, COMMO, UTILITIES	22	21	22	22	22	23	23
	M SUPPLIES AND MATERIAL	3,472	3,495	3,662	3,738	3,801	3,915	4,032
	M TRAVEL (GENERAL)	384	393	410	410	423	436	449
	C TNG OPERATIONS & MANAGEMENT	703	703	703	703	703	724	746
	V ADPE/COT STNG SPT SYS	19	19	19	19	20	21	21
	V CLASS II & IV OPTEMPO	228	228	228	228	228	235	242
	U OMA TAIL TO MCA PROJECTS	0	110	0	0	0	0	0
	INDIRECT OPTEMPO Total (\$000)	15,532	15,816	16,224	16,636	16,972	17,481	18,006
	Total Cost (\$000):	16,391	16,679	17,123	17,551	17,907	18,444	18,998

ITRM Report Is Embedded in HQDA  
MDEP Briefings and TRADOC Budget  
Guidance

★ report has visibility at schoolhouse and HQDA level ★

# RESULTS SINCE USING ITRM

## REQUIREMENTS & FUNDING



# **HOW CAN WE MAKE ITRM BETTER?**

- **POI COMPLETENESS**

- Continue to improve POI database.
  - Verification of data.
  - Schoolhouse POI review.

- **COST FACTORS**

- Review financial accounting data.
- Improve mileage reports to HQDA on OPTEMPO equipment.

- **SPECIAL ITEMS OF INTEREST**

- Continue to identify 'fixed' items.
- Avoid double counting with Per Capita cost factors.
- Review Non-Moving Equipment (CAT B) requirements.
- Review Special Clothing requirements.

**TRADOC  
Schools control  
their  
own destinies.**



# QUESTIONS?

## The Local ITRM Team

Fort Monroe, Virginia (DSN 680)

Mr. Don Chung (757) 788-5786 (ITRM PROGRAM MANAC

Ms. Susan Russell (757) 788-4685 (WEB PC)

Mr. Reginald Stanley (757) 788-5178

**We are here to  
help!!**

Fort Eustis, Virginia (DSN 826)

Mr. David Doctor (757) 878-7001, ext 6510 (CLTM/ITRM)